



TENNESSEE DEPARTMENT OF CORRECTION

AFFIRMATIVE ACTION PLAN

FY 2010-2011

Equal Opportunity is Everybody's Business

AFFIRMATIVE ACTION PLAN

2010- 2011



**DERRICK D. SCHOFIELD
COMMISSIONER**



**LISA PATTON
AFFIRMATIVE ACTION COORDINATOR**

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2010-2011

DEPARTMENT OF CORRECTION

AFFIRMATIVE ACTION PLAN

I. INTRODUCTION

The Affirmative Action Program is designed to increase the percentage of minorities, females and persons with disabilities employed by the Department of Correction. Minorities are defined as Black, Hispanic, Asian or Pacific Islanders, American Indian or Alaskan Native. The Affirmative Action Program is a positive management tool designed to improve hiring and upward mobility opportunities for minorities and females and persons with disabilities employed by the Department of Correction, as well as developing horizontal hiring patterns necessary to obtain our equal employment opportunity objectives.

II. POLICY STATEMENT

The Department of Correction reaffirms its policy to provide equal employment opportunities to all applicants for state employment and to provide training, compensation, promotion, and all other aspect of employment to current employees without regard to race and color, religion, national origin, sex, age, veteran's status, disability (except when any of these factors is an existing bona fide occupational qualification), pregnancy and creed.

Therefore, this department established a program of affirmative action in order to ensure that all personnel policies relevant to the recruitment and hiring of employees will guarantee equal opportunities for all minorities, females and persons with disabilities, as well as receiving equal consideration after appointment in terms of salary, promotion, and other general conditions of employment. All Correction Institutions will adhere to the Rules of the Tennessee Department of Human Resources, which consider all applicants on the basis of eligibility according to merit standards. To be totally effective and to become a reality in our department, Equal Opportunity and Affirmative Action MUST be viewed as important by management to the first-line employee. All Departmental employees will be strictly accountable for adhering to this policy and will take affirmative action to ensure equality of opportunity in the internal affairs of this department.

Each organizational element will set realistic goals taking into consideration geographical area, labor force, and legal restrictions for hiring and promoting all minorities and females. Goal accomplishment shall have priority when hiring new employees or promoting from within the department when applicants are equally qualified for the position under consideration.

This Affirmative Action policy will remain in effect until such goals are achieved, and I expect the full cooperation of all managers, supervisor, and other employees to carry out this policy.

III. ASSIGNMENT OF RESPONSIBILITY

The Department of Correction's Director of Human Resources is designated as the Affirmative Action Coordinator (AAC) and has the overall responsibility for matters pertaining to affirmative action. Connie Johnson is designated as Affirmative Action Officer (AAO), TDOC.

A. Affirmative Action Officer will:

1. Review and implement employment practices as designated by the Equal Employment Opportunity Commission and Executive Order Number 3 in all divisions of the Department of Correction.
2. Investigate complaints and claims of discriminatory practices arising in the Department of Correction.
3. Make a periodic review of the program and implement recommendations of expansion and improvement where applicable.
4. Review all proposed contracts in which Department of Correction funds are expended to ensure that non-discriminatory employment practices are being performed.
5. Design, implement and monitor programs which will increase minority participation in the distribution of Capital Outlay Projects.
6. Develop and implement audit and reporting systems designed to:
 - a. Continually measure the effectiveness of the program and its parts.
 - b. Point out deficiencies and needs for remedial action.
 - c. Determine degree to which goals and objectives have been achieved.
7. Conduct periodic audits of hiring and promotion patterns and techniques to ensure that provisions of the program are being met.

B. Assistant Commissioners will:

1. Monitor the progress of their respective division in reaching the affirmative action objectives.
2. Provide leadership and support of the Affirmative Action Program by their commitment to Executive Order Number 3.
3. Exercise the necessary authority to implement changes to resolve complaints within their divisions.

C. Wardens, Directors and Tennessee Correction Academy (TCA) Superintendent will:

1. Designate managerial level employee to coordinate and supervise the Affirmative Action Program, and any other Affirmative Action Officers as deemed necessary to administer the policy.
2. Become familiar with the affirmative action objectives and promotional opportunities in their organization and devise plans for implementing the departmental objectives.
3. Provide leadership in support of the Affirmative Action Program by demonstrating positive action to accomplish departmental objectives.
4. Ensure that each employee in the organization understands his/her

- responsibility in the implementation of the Department of Correction's Affirmative Action Program.
5. Submit a written response to the Affirmative Action Coordinator stating his/her position when notified that a charge is filed against that organization.
 6. Ensure that Affirmative Action Officer at local level is allowed sufficient time in his/her work schedule to fulfill the responsibilities required by the department.
 7. Establish a special recruitment and orientation program for minorities and females; disseminate communication regarding available job openings to minority neighborhoods and female organizations.
 8. Schedule all Affirmative Action Officers for training in Introduction to the Americans with Disabilities Act, and Sexual Harassment Prevention: Managerial Level as soon as possible after appointment.
 9. Review the annual Affirmative Action Plan to ensure that realistic goals have been established for minorities and females prior to submitting it to Central Office for consolidation and publication.
 10. Assign recruitment coordinators to work directly with organizations and individuals to aid them in understanding the application process and requirements. The recruitment coordinator must direct efforts toward seeking applicants in areas where minorities and females have been underutilized.
 11. Give priority to goal accomplishment when hiring new employees or promoting from within the department when applicants are equally qualified for the position under consideration.
 12. Ensure that each employee reviews the Affirmative Action Plan (AAP) annually and that new employees review the AAP during orientation.
- D. The Director of Human Resources for the Department of Correction will:
1. Analyze all procedures of the recruitment and hiring process to ensure that artificial barriers for hiring and promoting minorities and females are eliminated.
 2. Assist in providing career counseling to identify employee potential and to establish short range and long range objectives for advancement.
- E. The Superintendent of Tennessee Correction Academy (TCA) will:
1. Provide training opportunities on a non-discriminatory basis to develop skills needed to improve current performance and for upward mobility.
 2. Establish a written policy, which ensures objectivity as the basis for selecting employees for training.
- F. The Local Affirmative Action Officer will:
1. Serve as resource person to provide information concerning the Department of Correction's Affirmative Action Program.
 2. Provide a forum for other employees to ask questions concerning the Affirmative Action Program and to suggest improvements from their perspectives.

3. Assist in the review of the Affirmative Action Plan for evaluation and monitoring purposes.
 4. Keep abreast of changes in fair employment practices, rules, laws, procedures and/or policies.
 5. Serve as liaison between all employees and the Affirmative Action Coordinator/Officer, TDOC.
 6. Prepare the annual Affirmative Action Plan for respective institution or region.
 7. Serve as a voting member on Hiring and Promotion Review Boards and ensure that consideration is given to meeting established goals.
- G. All employees will:
1. Be sensitive to the importance of their actions and behavior in the implementation of this Affirmative Action Program.
 2. Assume the responsibility of reviewing the AAP during orientation and annually thereafter.

IV. INTERNAL COMMUNICATION OF PLAN

The Department of Correction's commitment to equal employment opportunity will be communicated internally as follows:

1. A copy of Executive Order Number 3 will be circulated by the Affirmative Action Officer to all divisions of the Department of Correction.
2. Directors, Wardens and Superintendent of Tennessee Correction Academy will display the Executive Order Number 3 conspicuously on the employee bulletin boards.
3. The Affirmative Action Officer, TDOC, will meet with all Wardens, Directors and Superintendent of the TCA to assure understanding of the intent of the Commissioner's policy statement and to discuss the necessity of affirmative action to fulfill that intent.
4. Affirmative Action Officer will publish status reports concerning affirmative action activities and progress.
5. The Department of Correction will feature employees in publications, which represent the composition of the department's workforce.
6. The Affirmative Action Officer will provide special counseling sessions with employees to discuss the policy and explain the individual responsibilities.
7. The Affirmative Action Officer will discuss the affirmative action policy with all new employees during orientation.
8. A copy of the Affirmative Action Policy statement for the Department and the Institution will be available to all employees and posted on employee bulletin boards.

V. RECRUITMENT

- A. Affirmative Action Officer will analyze and review all recruitment procedures to identify and eliminate all discriminatory practices.
- B. Data will be collected on the recruitment and hiring processes of the department to monitor percentages of females and minorities applying for positions. The data will be utilized to identify areas that may require specialized recruitment efforts. The following are four identified problem areas:

1. The preliminary study has identified the following categories as problem areas:

<u>EEO CATEGORY</u>	<u>SHORTAGE OF STAFF</u>
Official/Administrators	Minority and Female
Professionals	Minority and Female
Technicians (Lt. Sgt.)	Minority and Female
Protective Services	Minority and Female
Skilled Crafts	Female

2. Retention of minorities and females in entry level positions.
3. Acceptance by minorities of promotion in remote areas of the state.
4. Lack of housing for minorities in remote areas of the state.

- C. The following are suggested methods to be utilized in recruiting minorities and females:

1. Feature pictures of minority and female employees in publications.
2. Use minority and female employees in the recruitment and selection process.
3. Develop and maintain contact with counselors and placement officers at high schools, colleges, and training institutions.
4. Develop and maintain contact with the following organizations.

a. State and Local Government Organizations

Chamber of Commerce
Tennessee Department of Labor and Workforce Development
Tennessee Department of Human Services/Rehabilitative Services
State Universities and Colleges
State Community Colleges
State Technical and Vocational Schools
Mayor's Employment and Training Resources Agency
Mayor's Office of Community Services
Metro Social Services

b. Minority and Women's Organizations

Business and Professional Women's (BPW) Clubs
Federation of Women's Clubs
Hadassah
NAACP Affiliates
National Organization for Women

- Religious Organizations
- Urban League Affiliates
- Women in Construction
- c. Other Organizations and Schools
 - Communication Action Agency
 - Goodwill Home Community Services Inc.
 - Private Colleges/Universities with high percentages of Minority/Female Students
 - Public Library for Listing
 - Senior Citizens Employment Service
 - United Way
 - Veterans Centers
 - YMCA
 - YWCA
 - Youth Corps

VI. SELECTION AND APPOINTMENTS

- A. It is the policy of the Department of Correction to promote from within those qualified and dedicated employees who have demonstrated the potential to assume greater responsibility. In this regard a departmental, Institutional or Unit Promotion Register should be initially requested for certification. When there are employees without the requisite skills to fill a vacancy, an Appointment Register should be requested for certification.
- B. All selection and appointment procedures will be in compliance with the State of Tennessee Civil Service Law. These procedures are standardized in that appointments are made from a register certified by the Tennessee Department of Human Resources. The selection of employees by the appointing authority is from a list of names certified in accordance with civil service rule of five for new applicants and rule of three for promotions.
- C. The Affirmative Action Employment Report (Appendix B), must be completed, signed by the Personnel Officer, Affirmative Action Officer, Warden, Director, or Superintendent for each register processed, each transfer in or out and each demotion. Goal accomplishment shall have priority when hiring new employees or promoting from within the department when applicants are equally qualified for the position under consideration.

VII. TRAINING

A review of past practices reveals that the following areas must be addressed:

- A. Ensure that all training programs are publicized and made available equally to all eligible employees by routing through work units and posting to employee bulletin boards.

- B. Develop training programs for employees to enable them to improve their chances of passing promotional or other job entrance employment tests, i.e.; pre-service, in-service and on the job training.
- C. Develop on-the-job training classes within the department to improve opportunities for minorities and females.
- D. Provide training at institutional level in the subject matter areas of Diversity, ADA, and Sexually/Workplace Harassment.

This training shall be coordinated through training channels to the Director of Affirmative Action, Tennessee Department of Human Resources.

VIII. PROMOTION

Upward mobility appears to be a critical need of the Department of Correction according to the lack of minorities and females in the Officials/Administrators and the ranks of the Protective Services and Technicians EEO Categories (i.e.; Director, Associate Warden, Captain, Lieutenant and Sergeant). Each year Assistant Commissioners, Wardens, Superintendent of TCA, and Directors will review the promotional policies, practices, and procedures by addressing the following questions:

- A. Are promotional opportunities given equally to all employees?
- B. Are training opportunities for promotion equally available to all employees?
- C. Do requirements for eligibility for promotion (i.e. Captains, Lieutenants, Sergeants) have a disparate effect on female and/or minority candidates?
- D. Does the oral interview process have disparate effect on female and/or minority candidates?
- E. Are females and minorities represented in the administration of the promotional selection process?
- F. What is the nature of the promotional appointment process (i.e., selection by rule of three) and, what, if any, identifiable effect does this have on the promotion of females and minorities?

Once these questions are addressed, career ladders and counseling services will be developed for various job classifications to assist employees in upgrading their employment skills and education.

IX. LAYOFF

The specific criteria, procedures, and conditions for the reduction in the labor force are outlined in Policy #302.07.

X. DISMISSAL, SEPARATION, SUSPENSION AND LAYOFF/REDUCTION-IN FORCE

The Department of Correction's termination procedures are in accordance with the rules set forth in Chapter 1120-2-.14 in the Rules of the Tennessee Department of Human Resources.

XI. POLICY OF NON-DISCRIMINATION

- A. Pursuant to the State of Tennessee's policy on non-discrimination, Department of Correction does not discriminate on the basis of race and color, sex, religion, national origin, age, disability, veteran's status, pregnancy, or creed in its policies, or in the admission or access to, or treatment of, or employment in its programs, services or activities.
- B. Equal Employment Opportunity/Affirmative Action inquiries or complaints should be directed to the Tennessee Department of Correction EEO/AA Coordinator or Officer, 320 6th Avenue North, 3rd Floor, Rachel Jackson Building, Nashville, Tennessee 37243-0465. Phone # (615) 741-1000; TDD # (800) 848-0299; Fax # (615) 532-8821. ADA injuries or complaints should be directed to the Tennessee Department of Correction, ADA Coordinator, 320 6th Avenue North, 3rd Floor Rachel Jackson Building, Nashville, Tennessee 37243-0465. Phone numbers same as above.
- C. The Department of Correction will attempt to accommodate the needs of persons with disabilities whenever possible. Modification of work locations and job assignments shall be made whenever possible in order to guarantee equal employment opportunities for qualified persons with disabilities.

XII. GRIEVANCE PROCEDURE

- A. Informal Complaints
Supervisory level staff shall attempt to resolve complaints at the lowest possible management level of the department. Employees shall be apprised during orientation of their right to file complaints without fear or reprisal. If an employee cannot or does not wish to discuss the complaint with the immediate supervisor, the individual may contact the Affirmative Action Officer or the Human Resource Director. Employees will be advised during the initial discussion of the complaint as to their rights to file with State or Federal Government Agencies, if they desire.
- B. Formal Complaints
 1. Employees who wish to file a complaint because of discrimination based on race, color, age, sex, religion, national origin, disability, or veteran's status, may file with the Civil Service Commission, Tennessee Human Rights Commission, Equal Employment

- Opportunity Commission, or Tennessee State Employee's Association (TSEA) if a member of that organization.
2. The Human Resource Director/Affirmative Action Officer shall provide the employee with the necessary guidelines and assistance in drafting complaints.
3. Under no circumstances shall an employee be harassed for filing a complaint. All complaints shall be processed and disposed of in accordance with Rules of Tennessee Department of Human Resources.

XIII. INTERNAL MONITORING

Internal monitoring of the Affirmative Action Program will be an on-going process for each Budget Code/Division submitting an Affirmative Action Plan with established hiring goals to determine specific plans of action necessary to achieve those goals. Specific attention should be given to the number of minorities and females separated from each EEO category for any reason when assessing actual goal achievement.

XIV. AFFIRMATIVE ACTION PROGRAM REVIEW

The Affirmative Action Program of each budget Code/Division will be reviewed periodically by the Affirmative Action Officer, TDOC. The Affirmative Action Program Review Check List, (Appendix C), will be used as a guide in determining the effectiveness of each program.

When indicated, recommendations will be made in an effort to improve the effectiveness of each Affirmative Action Program.

XV. GOALS AND TIMETABLES

GOAL 1: Achieve goals for hiring or promoting minorities, females and persons with disabilities.

TIMETABLE: On-going

GOAL 2: Maintain already established formal and informal grievance procedure system to assure that all employees have an opportunity to resolve complaints or achieve understanding of management decisions without appealing to external organization.

TIMETABLE: On-going

GOAL 3: Establish procedures for recruiting minorities, females, and persons with disabilities.

TIMETABLE: On-going

GOAL 4: Establish methods for identification of promotable and/or high potential employees in keeping with Civil Service procedures.

TIMETABLE: On-going

GOAL 5: Review communications, training materials, manuals, etc., to eliminate sexist language; to include photographs of and/or references to minorities and/or females in non-traditional positions.

TIMETABLE: On-going

GOAL 6: Disseminate information about successful minorities and/or females within the department, state government, and other correction agencies who may serve as role models.

TIMETABLE: On-going

GOAL 7: Improve hiring of persons with disabilities by utilizing State of Tennessee Civil Service Registers.

TIMETABLE: On-going

XVI. PROBLEM AREAS AND CORRECTIVE ACTION

Problem

Lack of minorities and females with requisite skills on registers in the reasonable recruiting areas is a continuing problem.

Corrective Action

On-going recruiting efforts began several years ago to attract and interest minorities and females in getting on registers for classifications in the Department of Correction. Personnel Officers (Recruiters) are using the local radio, newspapers, internet, television and Department of Labor and Workforce Development Job Service Officers to announce vacancies and special efforts to attract minorities and females. These efforts will continue.

Problem

There continues to be a lack of housing for minorities in close proximity to work sites in several areas in the state.

Corrective Action

None.

Problem

Lack of transportation and inadequate compensation plays a major part in minorities' reluctance to accept positions at remote work sites.

Corrective Action

The Department of Correction continuously addresses pay equity issues for all classifications in an effort to attract the best-qualified applicants.

Problem

Upward mobility and/or the hiring of minorities and females in EEO categories officials/administrators and professionals are critical areas throughout the Department.

Corrective Action

Supervisors and managers who have final promoting and hiring authority take positive steps to identify, promote and/or hire those minorities and females who are qualified to perform the duties of positions in EEO categories officials/administrators and professionals in an effort to achieve the established goals.

Problem

There is a lack of testing facilities in the vicinity of the proposed worksite in remote areas of the state which impact upon our ability to recruit minorities.

Corrective Action

Coordination has been made with the Department of Human Resources to send testing personnel to the remote areas of the state where prospective applicants are identified and determined qualified for testing.

APPENDIX A

EXECUTIVE ORDER

BY THE GOVERNOR

NO. 3

**AN ORDER CONCERNING NONDISCRIMINATION IN EMPLOYMENT PRACTICES
OF THE
EXECUTIVE BRANCH**

WHEREAS, one of the principal initiatives of this Administration is the recruitment of additional jobs and the development of a workforce having the education, training and skills necessary (i) to attract new employers and induce existing employers to increase their workforce, and (ii) to perform and carry out those responsibilities in an exemplary manner; and

WHEREAS, this Administration intends to set an example illustrating the highest standards of employment practices, policies and procedures in order to attract, train, promote and retain qualified employees who are performing at the highest level; and

WHEREAS, a policy showing that the Executive Branch does not discriminate on the basis of race, gender, color, national origin, religion, age, or against otherwise qualified individuals with disabilities in employment matters is not only mandated by law, but it is also critical to maintaining the integrity and trust in State government and setting the standard for all employers in the State of Tennessee, both present and future.

NOW THEREFORE, by virtue of the power and authority vested in me by the Tennessee Constitution and the laws of the State of Tennessee, I, Bill Haslam, Governor of the State of Tennessee, do hereby declare that it is the resolute and steadfast policy of the State of Tennessee to afford equal opportunity to all citizens in all aspects of state government.

This policy specifically prohibits discrimination on the basis of race, gender, color, national origin, religion, age, political affiliation or against otherwise qualified individuals with disabilities.

The Commissioner of Human Resources is hereby directed to review current employment practices and procedures to ensure compliance with this policy of nondiscrimination. In particular, the Commissioner of Human Resources and the Commissioner of Labor and Workforce Development are directed to take appropriate measures to emphasize the recruitment, training, employment, promotion, recognition and retention of qualified minorities, veterans, women, disabled individuals and older Tennesseans to serve at all levels of State government. Those responsible in the Executive Branch for employing and appointing persons to positions with boards, commissions, agencies and divisions of the Executive Branch shall take comparable steps to comply with this overriding policy of nondiscrimination.

The Commissioner of Economic and Community Development is hereby directed to inform and instruct all companies considering Tennessee as a business location that this prevailing policy of nondiscrimination must be reflected in their employment practices and workforces in Tennessee.

It is imperative that the workforce filling state positions accurately reflect the citizens that they serve. The Commissioner of Labor and Workforce Development and the Commissioner of Human Resources shall

This Executive Order is intended only to improve the internal management of the Executive Branch of the State of Tennessee and does not create any right to administrative or judicial review, or any other right or benefit, substantive or procedural, enforceable at law or equity by a party against the State of Tennessee, its agencies or instrumentalities, its officers or employees, or any other person. Nor does it permit or in any way require the lowering of any job requirements, performance standards, or qualifications for positions.

A copy of this Order shall be placed in conspicuous locations in all state facilities.

Executive Order No. 3 supercedes and rescinds Executive Order No. 13 dated October 9, 2003 and any and all other executive orders and implementing directives and memoranda on the same subject.

IN WITNESS WHEREOF, I have subscribed my signature and caused the Great Seal of the State of Tennessee to be affixed this 15th day of January, 2011.



A handwritten signature of Bill Haslam in black ink.

Bill Haslam, Governor

Attest:

A handwritten signature of别 Vayatt in black ink.

Secretary of State

APPENDIX B

AFFIRMATIVE ACTION EMPLOYMENT REPORT



TENNESSEE DEPARTMENT OF CORRECTION
AFFIRMATIVE ACTION EMPLOYMENT REPORT

CIVIL SERVICE REGISTER #: _____
CLASSIFICATION TITLE: _____

DATE: _____
EEOC CATEGORY: _____
BUDGET CODE: _____

**NUMBER OF INDIVIDUALS WITH DISABILITY
NOTED OR INFORMED BY APPLICANT

	TOTAL APPLICANTS INTERVIEWED	REACHABLE APPLICANTS INTERVIEWED	TOTAL APPLICANTS HIRED	PERCENT HIRED*	INTERVIEWED	HIRED	PERCENT HIRED
WHITE MALES	_____	_____	_____	_____	_____	_____	_____
WHITE FEMALES	_____	_____	_____	_____	_____	_____	_____
BLACK MALES	_____	_____	_____	_____	_____	_____	_____
BLACK FEMALES	_____	_____	_____	_____	_____	_____	_____
**OTHER MALES	_____	_____	_____	_____	_____	_____	_____
***OTHER FEMALES	_____	_____	_____	_____	_____	_____	_____
TOTAL:	_____	_____	_____	_____	_____	_____	_____
ESTABLISHED EMPLOYMENT GOALS FOR THIS EEO CATEGORY: (MUST BE COMPLETED PRIOR TO INTERVIEW)	BLACK	OTHER	_____	FEMALE	_____	DISABLED	_____

COMMENTS: _____

I CERTIFY THAT THE INFORMATION ABOVE IS CORRECT.

SIGNATURE _____
PERSONNEL OFFICER

I CERTIFY THAT INTERVIEW BOARD MEMBERS WERE AWARE OF AA GOALS
AND THESE GOALS WERE CONSIDERED WHEN MAKING SELECTIONS.

- * PERCENTAGES ROUNDED TO NEAREST TENTH OF A PERCENT
** ALL DISABILITY STATISTICS ARE INCLUDED IN "TOTAL HIRED" COLUMN
*** HISPANIC, ASIAN & AMERICAN INDIAN
- NOTE: THIS REPORT IS TO BE COMPLETED FOR ALL CIVIL SERVICE AND
NON-CIVIL SERVICE HIRES, PROMOTIONS, DEMOTIONS, AND
TRANSFERS.

SIGNATURE _____ *WARDEN/DIRECTOR/SUPERINTENDENT (ONLY)

SIGNATURE _____ AFFIRMATIVE ACTION OFFICER

APPENDIX C

AFFIRMATIVE ACTION PROGRAM REVIEW CHECK LIST

**AFFIRMATIVE ACTION PROGRAM REVIEW
CHECK LIST**

Budget Code/Facility

Date:

Total Employees:

Total Black:

Total Other:

Total Females:

1. Is the Institutional Affirmative Action Policy Statement on hand and available to all employees? Yes No
2. Has a managerial level employee been designated to coordinate and supervise the AA program? (Recommend Personnel Officer be designated.) Yes No
3. Has the AAO allowed sufficient time in his/her work schedule to fulfill the responsibilities of the Office? Yes No
4. Has a special recruitment and orientation program for minorities and females been established? Yes No
5. Have Recruitment Coordinators been assigned to aid individuals in the application process and requirements? Yes No
6. Does the local AAO provide a Forum for other employees to ask questions concerning the AAP and to suggest improvements from their perspectives? Yes No
7. Does the Affirmative Action Officer serve as a voting member of Promotional and Hiring Review Boards? Yes No
8. Do employees assume responsibility for reviewing the AAP? Yes No
9. Is a copy of Executive Order #3 posted on Employee Bulletin Boards? Yes No
10. Have on-the-job training classes been developed to improve opportunities for minorities and females? Yes No
11. Has training been scheduled at institutional level in Intent versus Impact: Sexual Harassment Prevention (Employee-5018/Managerial/Supervisory-3058 and Introduction to the Americans with Disabilities Act). Yes No
12. Does the Affirmative Action Officer analyze and review recruitment procedures to identify and eliminate all discriminatory practices? Yes No
13. Are employees made aware of vacant positions at the Institutions/Divisions? Yes No

14. Are training programs publicized and made available equally to all eligible employees? Yes No
15. Are promotional opportunities made fully and equally known to all employees? Yes No
16. Are females and minorities represented in the administration of promotional selection process? Yes No
17. Are individual Hiring and Promotion packets maintained indicating the decision of the board and reasons for non-selection? Yes No
18. Does the AAO review the records of transfers between shifts during past twelve months? (The following will be considered: race, frequency of moves, seniority, experience, requested vs. involuntarily moves.) Yes No
19. Are promotional registers requested initially to fill vacant positions?
 Yes No
20. Interview at least two employees to determine effectiveness of institutional/divisional AA Program from their perspective. (selected at random from institutional roster). Yes No
21. Is an Equal Opportunity Employer poster posted on the Employee Bulletin Board? Yes No
22. Are employees aware of whom the Affirmative Action Officer is for their institution/division? Yes No

APPENDIX D

WORK FORCE ANALYSIS

Job Category Breakdown as of 06-JUN-2011

Business Unit: 32901
Department: 32901

Job Category	White Males		Black Males		Hispanic Males		Other Males		White Females		Black Females		Hispanic Females	
	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT
Officials/Administrators	21	40.4	7	13.5	0	0.0	0	0.0	16	30.8	6	11.5	1	1.9
Professionals	46	47.4	7	7.2	0	0.0	2	2.1	24	24.7	15	15.5	1	2.1
Technicians	0	0.0	2	11.8	0	0.0	0	0.0	2	11.8	12	70.6	0	0.0
Protective Services	2	50.0	1	25.0	0	0.0	0	0.0	0	0.0	1	25.0	0	0.0
Protective Service - Non Sworn	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Administrative Support	1	3.4	4	13.8	0	0.0	0	0.0	16	55.2	7	24.1	0	0.0
Killed Craft	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Service Maintenance	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Other	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Total	70	100.0	21	100.0	2	100.0	2	100.0	58	100.0	41	100.0	5	100.0

Job Category	Total Minority		Total Females		Total Employees	
	NBR	PCT	NBR	PCT	NBR	PCT
Officials/Administrators	15	28.8	24	46.2	52	26.1
Professionals	27	27.8	42	43.3	97	48.7
Technicians	15	88.2	15	88.2	17	8.5
Protective Services	2	50.0	1	25.0	4	2.0
Protective Service - Non Sworn	0	0.0	0	0.0	0	0.0
Administrative Support	12	41.4	24	82.8	29	14.6
Killed Craft	0	0.0	0	0.0	0	0.0
Service Maintenance	0	0.0	0	0.0	0	0.0
Other	0	0.0	0	0.0	0	0.0
Total	71	100.0	106	199	199	100.0

Job Category Breakdown as of 06-JUN-2011

Business Unit: 32901		Department: 32906		White Males		Black Males		Hispanic Males		Other Males		White Females		Black Females		Hispanic Females	
Job Category	NBR	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT
Officials/Administrators	2	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Professionals	15	71.4	0	0.0	0	0.0	0	0.0	5	23.8	1	4.8	0	0.0	0	0.0	0
Technicians	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Protective Services	5	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Protective Service - Non Sworn.	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Administrative Support	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Killed Craft	6	85.7	0	0.0	0	0.0	0	0.0	1	14.3	0	0.0	0	0.0	0	0.0	0
Service Maintenance	4	23.5	0	0.0	0	0.0	0	0.0	0	0.0	12	70.6	1	5.9	0	0.0	0
Other	0	0.0	0	0.0	0	0.0	0	0.0	1	0.0	0	0.0	0	0.0	0	0.0	0
Total	32	0	0	0	0	0.0	1	0.0	30	0	2	0	0	0	0	0	0

Job Category	Total Minority	Total Females	Total Employees
Job Category	NBR	NBR	NBR
Officials/Administrators	0	0.0	2
Professionals	1	4.8	21
Technicians	0	0.0	0
Protective Services	0	0.0	5
Protective Service - Non Sworn.	0	0.0	0
Administrative Support	0	0.0	13
Killed Craft	1	14.3	0
Service Maintenance	1	5.9	17
Other	0	0.0	0
Total	3	32	65

Job Category Breakdown as of 06-JUN-2011

Business Unit: 32901
Department: 32908

Job Category	Total	Minority		Females		Employees	
		NBR	PCT	NBR	PCT	NBR	PCT
Officials/Administrators	0	0.0		0	0.0	0	0.0
Professionals	0	0.0		0	0.0	0	0.0
Technicians	0	0.0		0	0.0	0	0.0
Protective Services	0	0.0		0	0.0	0	0.0
Protective Service - Non Sworn	0	0.0		0	0.0	0	0.0
Administrative Support	0	0.0		0	0.0	0	0.0
Skilled Craft	0	0.0		0	0.0	0	0.0
Service Maintenance	0	0.0		0	0.0	0	0.0
Other	0	0.0		0	0.0	0	0.0

Business Unit: 32901 Job Category Breakdown as of 06-JUN-2011

Department: 32911

Job Category	White Males		Black Males		Hispanic Males		Other Males		White Females		Black Females		Hispanic Females	
	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT
Officials/Administrators	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Professionals	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Technicians	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Protective Services	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Protective Service - Non Sworn.	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Administrative Support	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Killed Craft	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Service Maintenance	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Other	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Total	0	0	0	0	0	0	0	0	0	0.0	0	0.0	0	0.0

Job Category	Total Minority		Total Females		Total Employees	
	NBR	PCT	NBR	PCT	NBR	PCT
Officials/Administrators	0	0.0	0	0.0	0	0.0
Professionals	0	0.0	0	0.0	0	0.0
Technicians	0	0.0	0	0.0	0	0.0
Protective Services	0	0.0	0	0.0	0	0.0
Protective Service - Non Sworn.	0	0.0	0	0.0	0	0.0
Administrative Support	0	0.0	0	0.0	0	0.0
Killed Craft	0	0.0	0	0.0	0	0.0
Service Maintenance	0	0.0	0	0.0	0	0.0
Other	0	0	0	0	0	0
Total	0	0	0	0	0	0

Job Category Breakdown as of 06-JUN-2011

Business Unit:	Department:	Job Category	White Males			Black Males			Hispanic Males			White Females			Black Females		
			NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR
fficials/Administrators		fficials/Administrators	0	0.0	1	33.3	0	0.0	0	0.0	0	0.0	2	66.7	0	0.0	0
rofessionals		rofessionals	8	23.5	4	11.8	0	0.0	0	0.0	8	23.5	13	38.2	1	2.9	0
technicians		technicians	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
protective Services		protective Services	51	31.3	35	21.5	2	1.2	1	0.6	22	13.5	51	31.3	0	0.0	1
protective Service - Non Sworn.		protective Service - Non Sworn.	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
dministrative Support		dministrative Support	3	23.1	1	7.7	0	0.0	0	0.0	7	53.8	2	15.4	0	0.0	0
killed Craft		killed Craft	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
ervice Maintenance		ervice Maintenance	1	20.0	1	20.0	0	0.0	0	0.0	2	40.0	1	20.0	0	0.0	0
ther		ther	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
otal		otal	64	42	2	2	39	1	69	1	1	219	110	116	219	1	1

Job Category	Total Minority			Total Females			Total Employees		
	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR
fficials/Administrators	3	100.0	2	66.7	3	1.4			
rofessionals	18	52.9	22	64.7	34	15.5			
technicians	0	0.0	0	0.0	1	0.5			
protective Services	90	55.2	74	45.4	163	74.4			
protective Service - Non Sworn.	0	0.0	0	0.0	0	0.0			
dministrative Support	3	23.1	9	69.2	13	5.9			
killed Craft	0	0.0	0	0.0	0	0.0			
ervice Maintenance	1	20.0	3	60.0	5	2.3			
ther	0	0.0	0	0.0	0	0.0			
otal	116	110	219						

Job Category Breakdown as of 06-JUN-2011

Business Unit:	Department:	White Males				Black Males				Hispanic Males				Other Males				White Females				Black Females				Hispanic Females				Other Females			
		NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT				
Officials/Administrators		4	80.0	0	0.0	0	0.0	0	0.0	1	20.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0				
Professionals		26	56.5	2	4.3	0	0.0	1	2.2	17	37.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0				
Technicians		1	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0				
Protective Services		215	76.5	2	0.7	0	0.0	4	1.4	58	20.6	2	0.7	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0				
Protective Service - Non Sworn.		0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0				
Administrative Support		3	12.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0				
Killed Craft		12	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0				
Service Maintenance		16	69.6	1	4.3	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	6	26.1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0				
Other		0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0				
Total		277		5		0		5		104		5		5		5		106		12		393											

Job Category	Total Minority				Total Females				Total Employees			
	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT
Officials/Administrators	0	0.0	1	20.0	5	1.3						
Professionals	3	6.5	17	37.0	46	11.7						
Technicians	0	0.0	0	0.0	1	0.3						
Protective Services	8	2.8	60	21.4	281	71.5						
Protective Service - Non Sworn.	0	0.0	0	0.0	0	0.0						
Administrative Support	0	0.0	22	88.0	25	6.4						
Killed Craft	0	0.0	0	0.0	12	3.1						
Service Maintenance	0	0.0	6	26.1	23	5.9						
Other	0	0.0	0	0.0	0	0.0						
Total	12		106		393							

Business Unit: 32901
Department: 32916

Job Category Breakdown as of 06-JUN-2011

Job Category	White Males		Black Males		Hispanic Males		Other Males		White Females		Black Females		Hispanic Females		Other Females	
	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT
Officials/Administrators	0	0.0	1	50.0	0	0.0	0	0.0	1	50.0	0	0.0	0	0.0	0	0.0
Professionals	6	21.4	6	21.4	0	0.0	0	0.0	5	17.9	9	32.1	1	3.6	1	3.6
Technicians	0	0.0	1	14.3	0	0.0	0	0.0	1	14.3	5	71.4	0	0.0	0	0.0
Protective Services	11	9.6	35	30.7	0	0.0	0	0.0	4	3.5	64	56.1	0	0.0	0	0.0
Protective Service - Non Sworn.	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Administrative Support	1	7.7	1	7.7	0	0.0	0	0.0	4	30.8	7	53.8	0	0.0	0	0.0
Killed Craft	1	25.0	3	75.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Service Maintenance	0	0.0	1	14.3	0	0.0	0	0.0	1	14.3	5	71.4	0	0.0	0	0.0
Other	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Total	19	48	0	0	0	0.0	0	0.0	16	90	1	0.0	0	0.0	0	0.0

Job Category	Total Minority		Total Females		Total Employees	
	NBR	PCT	NBR	PCT	NBR	PCT
Officials/Administrators	1	50.0	1	50.0	2	1.1
Professionals	17	60.7	16	57.1	28	16.0
Technicians	6	85.7	6	85.7	7	4.0
Protective Services	99	86.8	68	59.6	114	65.1
Protective Service - Non Sworn.	0	0.0	0	0.0	0	0.0
Administrative Support	8	61.5	11	84.6	13	7.4
Killed Craft	3	75.0	0	0.0	4	2.3
Service Maintenance	5	71.4	6	85.7	7	4.0
Other	0	0.0	0	0.0	0	0.0
Total	140	108	175			

Business Unit: 32901
Department: 32917

Job Category	White Males			Black Males			Hispanic Males			Other Males			White Females			Black Females			Hispanic Females			Other Females		
	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT
Officials/Administrators	0	0.0	2	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Professionals	11	25.6	13	30.2	0	0.0	0	0.0	10	23.3	9	20.9	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Technicians	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Protective Services	106	42.2	72	28.7	2	0.8	3	1.2	20	8.0	46	18.3	2	0.8	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Protective Service - Non Sworn	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Administrative Support	2	14.3	2	14.3	0	0.0	0	0.0	4	28.6	5	35.7	0	0.0	1	7.1	0	0.0	1	7.1	0	0.0	0	0.0
Killed Craft	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Service Maintenance	2	25.0	2	25.0	0	0.0	0	0.0	1	12.5	3	37.5	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Other	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Total	121		91		2		35		63								2							

Job Category	Total Minority			Total Females			Total Employees		
	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR
Officials/Administrators	2	100.0	*	0	0.0	*	2	0.6	
Professionals	22	51.2	19	44.2	43	13.5			
Technicians	0	0.0	0	0.0	0	0.0			
Protective Services	125	49.8	68	27.1	251	78.9			
Protective Service - Non Sworn	0	0.0	0	0.0	0	0.0			
Administrative Support	8	57.1	10	71.4	14	4.4			
Killed Craft	0	0.0	0	0.0	0	0.0			
Service Maintenance	3	37.5	4	50.0	8	2.5			
Other	0	0.0	0	0.0	0	0.0			
Total	162		101		318				

Job Category Breakdown as of 06-JUN-2011

Business Unit:	Department:	Job Category Breakdown as of 06-JUN-2011												White Males				Black Males				Hispanic Males			
		White Males				Black Males				Hispanic Males				White Females				Black Females				Hispanic Females			
Job Category		NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT
Officials/Administrators		4	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Professionals		28	62.2	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	17	37.8	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Technicians		1	12.5	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	7	87.5	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Protective Services		173	83.2	0	0.0	1	0.5	2	1.0	32	15.4	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Protective Service - Non Sworn		1	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Administrative Support		3	16.7	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	15	83.3	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Killed Craft		8	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Service Maintenance		8	57.1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	6	42.9	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Other		0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Total		226	0	0	0.0	1	0.0	2	0.0	77	0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0

Job Category	Total Minority				Total Females				Total Employees			
	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT
Officials/Administrators	0	0.0	0	0.0	17	37.8	45	14.7	4	1.3		
Professionals	0	0.0	7	87.5	8	2.6						
Technicians	3	1.4	32	15.4	208	68.0						
Protective Services												
Protective Service - Non Sworn												
Administrative Support	0	0.0	15	83.3	18	5.9						
Killed Craft	0	0.0	0	0.0	8	2.6						
Service Maintenance	0	0.0	6	42.9	14	4.6						
Other	0	0.0	0	0.0	0	0.0						
Total	3	0.0	77	0.0	306	0.0						

Business Unit: 32901
Department: 32941

Job Category Breakdown as of 06-JUN-2011

Job Category	White Males			Hispanic Males			Other Males			White Females			Black Females			Hispanic Females			Other Females		
	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	
Officials/Administrators	3	50.0	2	33.3	0	0.0	0	0.0	1	16.7	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
Professionals	34	39.5	6	7.0	0	0.0	0	0.0	31	36.0	15	17.4	0	0.0	0	0.0	0	0.0	0	0.0	
Technicians	3	12.5	1	4.2	0	0.0	0	0.0	14	58.3	5	20.8	0	0.0	1	4.2	0	0.0	0	0.0	
Protective Services	210	43.0	92	18.9	0	0.0	0	0.0	99	20.3	87	17.8	0	0.0	0	0.0	0	0.0	0	0.0	
Protective Service - Non Sworn	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
Administrative Support	2	5.1	0	0.0	0	0.0	0	0.0	0	0.0	34	87.2	3	7.7	0	0.0	0	0.0	0	0.0	
Killed Craft	10	83.3	2	16.7	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
Service Maintenance	3	13.0	3	13.0	0	0.0	0	0.0	7	30.4	9	39.1	0	0.0	1	4.3	0	0.0	0	0.0	
Other	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
Total	265		106		0		186		119		2										

Job Category	Total Minority			Total Females			Total Employees		
	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR
Officials/Administrators	2	33.3	1	16.7	6	0.9			
Professionals	21	24.4	46	53.5	86	12.7			
Technicians	7	29.2	20	83.3	24	3.5			
Protective Services	179	36.7	186	38.1	488	72.0			
Protective Service - Non Sworn	0	0.0	0	0.0	0	0.0			
Administrative Support	3	7.7	37	94.9	39	5.8			
Killed Craft	2	16.7	0	0.0	12	1.8			
Service Maintenance	10	43.5	17	73.9	23	3.4			
Other	0	0.0	0	0.0	0	0.0			
Total	227		307		678				

Business Unit: 32901
Department: 32942

Job Category Breakdown as of 06-JUN-2011

Job Category	White Males			Black Males			Hispanic Males			Other Males			White Females			Black Females			Hispanic Females			Other Females		
	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT
Officials/Administrators	3	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Professionals	16	44.4	6	16.7	0	0.0	1	2.8	10	27.8	3	8.3	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Technicians	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Protective Services	135	54.7	60	24.3	7	2.8	2	0.8	18	7.3	21	8.5	4	1.6	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Protective Service - Non Sworn.	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Administrative Support	2	18.2	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Killed Craft	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Service Maintenance	2	20.0	1	10.0	1	10.0	0	0.0	0	0.0	4	40.0	2	20.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Other	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Total	159	67	8	3	39	28	4	2	71	308	71	28	4	2	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0

Job Category	Total Minority			Total Females			Total Employees		
	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR
Officials/Administrators	0	0.0	0	0.0	3	1.0	3	1.0	11.7
Professionals	10	27.8	13	36.1	36	11.7	0	0.3	0
Technicians	0	0.0	0	0.0	1	0.3	0	0.0	0
Protective Services	94	38.1	43	17.4	247	80.2	0	0.0	0
Protective Service - Non Sworn.	0	0.0	0	0.0	0	0.0	0	0.0	0
Administrative Support	2	18.2	9	81.8	11	3.6	0	0.0	0
Killed Craft	0	0.0	0	0.0	0	0.0	0	0.0	0
Service Maintenance	3	30.0	6	60.0	10	3.2	0	0.0	0
Other	0	0.0	0	0.0	0	0.0	0	0.0	0
Total	110	71	308	71	308	71	308	71	308

Job Category Breakdown as of 06-JUN-2011

Business Unit:	Department:	Job Category	White Males				Hispanic Males				Other Males				White Females				Black Females			
			NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT
32901	32943	Officials/Administrators	4	80.0	0	0.0	0	0.0	0	0.0	0	0.0	1	20.0	0	0.0	0	0.0	0	0.0	0	0.0
		Professionals	36	54.5	1	1.5	0	0.0	0	0.0	0	0.0	29	43.9	0	0.0	0	0.0	0	0.0	0	0.0
		Technicians	4	26.7	0	0.0	0	0.0	0	0.0	0	0.0	11	73.3	0	0.0	0	0.0	0	0.0	0	0.0
		Protective Services	269	77.7	2	0.6	1	0.3	1	0.3	69	19.9	3	0.9	0	0.0	1	0.3	0	0.0	1	0.3
		Protective Service - Non Sworn.	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	1	100.0	0	0.0	0	0.0	0	0.0	0	0.0
		Administrative Support	9	26.5	0	0.0	0	0.0	0	0.0	0	0.0	25	73.5	0	0.0	0	0.0	0	0.0	0	0.0
		Killed Craft	7	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
		Service Maintenance	14	48.3	1	3.4	0	0.0	0	0.0	0	0.0	14	48.3	0	0.0	0	0.0	0	0.0	0	0.0
		Other	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
		Total	343	343	4	4	1	1	150	1	1	150	1	1	150	1	1	150	1	1	150	1

Job Category	Total Minority		Total Females		Total Employees	
	NBR	PCT	NBR	PCT	NBR	PCT
Officials/Administrators	0	0.0	1	20.0	5	1.0
Professionals	1	1.5	29	43.9	66	13.1
Technicians	0	0.0	11	73.3	15	3.0
Protective Services	8	2.3	73	21.1	346	68.8
Protective Service - Non Sworn.	0	0.0	1	100.0	1	0.2
Administrative Support	0	0.0	25	73.5	34	6.8
Killed Craft	0	0.0	0	0.0	7	1.4
Service Maintenance	0	0.0	14	48.3	29	5.8
Other	0	0.0	0	0.0	0	0.0
Total	10	154	154	503	503	100.0

Job Category Breakdown as of 06-JUN-2011

Business Unit: 32901
Department: 32945

Job Category	White Males		Black Males		Hispanic Males		Other Males		White Females		Black Females		Hispanic Females		Other Females	
	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT
Officials/Administrators	5	83.3	0	0.0	0	0.0	0	0.0	0	0.0	1	16.7	0	0.0	0	0.0
Professionals	48	48.0	6	6.0	0	0.0	0	0.0	37	37.0	9	9.0	0	0.0	0	0.0
Technicians	1	5.0	0	0.0	0	0.0	0	0.0	19	95.0	0	0.0	0	0.0	0	0.0
Protective Services	262	58.6	26	5.8	1	0.2	3	0.7	104	23.3	49	11.0	1	0.2	1	0.2
Protective Service - Non Sworn.	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Administrative Support	3	6.5	0	0.0	0	0.0	0	0.0	42	91.3	1	2.2	0	0.0	0	0.0
Skilled Craft	11	91.7	1	8.3	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Service Maintenance	3	11.1	3	11.1	0	0.0	0	0.0	14	51.9	7	25.9	0	0.0	0	0.0
Other	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
	333	36											216	3	67	1

Job Category	Total Minority			Total Females			Total Employees		
	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	
Officials/Administrators	1	16.7	1	16.7	6	0.9			
Professionals	15	15.0	46	46.0	100	15.2			
Technicians	0	0.0	19	95.0	20	3.0			
Protective Services	81	18.1	155	34.7	447	67.9			
Protective Service - Non Sworn	0	0.0	0	0.0	0	0.0			
Administrative Support	1	2.2	43	93.5	46	7.0			
Killed Craft	1	8.3	0	0.0	12	1.8			
Service Maintenance	7	25.9	21	77.8	27	4.1			
Other	0	0.0	0	0.0	0	0.0			
					295	4.8			
					100	1.7			

Job Category Breakdown as of 06-JUN-2011

Job Category	White Males		Black Males		Hispanic Males		Other Males		White Females		Black Females		Hispanic Females		Other Females	
	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT	NBR	PCT
Officials/Administrators	3	33.3	2	22.2	0	0.0	1	11.1	2	22.2	1	11.1	0	0.0	0	0.0
Professionals	21	21.2	11	11.1	0	0.0	3	3.0	31	31.3	30	30.3	0	0.0	3	3.0
Technicians	5	7.7	5	7.7	0	0.0	0	0.0	23	35.4	31	47.7	0	0.0	1	1.5
Protective Services	102	43.8	68	29.2	6	2.6	5	2.1	24	10.3	27	11.6	0	0.0	1	0.4
Protective Service - Non Sworn.	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Administrative Support	6	30.0	2	10.0	1	5.0	0	0.0	5	25.0	6	30.0	0	0.0	0	0.0
Killed Craft	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Service Maintenance	5	33.3	1	6.7	0	0.0	0	0.0	0	0.0	9	60.0	0	0.0	0	0.0
Other	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Total	142		89		7		9		85		104		0		5	

Job Category	Total Minority		Total Females		Total Employees	
	NBR	PCT	NBR	PCT	NBR	PCT
Officials/Administrators	4	44.4	3	33.3	9	2.0
Professionals	47	47.5	64	64.6	99	22.4
Technicians	37	55.9	55	84.6	65	14.7
Protective Services	107	45.9	52	22.3	233	52.8
Protective Service - Non Sworn.	0	0.0	0	0.0	0	0.0
Administrative Support	9	45.0	11	55.0	20	4.5
Killed Craft	0	0.0	0	0.0	0	0.0
Service Maintenance	9	60.0	9	60.0	15	3.4
Other	0	0.0	0	0.0	0	0.0
Total	214		194		441	

Business Unit: 32901
Department: 32947

Job Category Breakdown as of 06-JUN-2011

Job Category	White Males			Black Males			Hispanic Males			Other Males			White Females			Black Females			Hispanic Females		
	NBR	PCT	NBR	NBR	PCT	NBR	NBR	PCT	NBR	NBR	PCT	NBR	NBR	PCT	NBR	NBR	PCT	NBR	NBR	PCT	
Officials/Administrators	4	80.0	0	0.0	0	0.0	0	0.0	0	0.0	0	1	20.0	0	0.0	0	0.0	0	0.0	0	
Professionals	63	59.4	0	0.0	0	0.0	0	0.0	0	0.0	0	40	37.7	2	1.9	0	0.0	1	0.9	1	
Technicians	6	24.0	0	0.0	0	0.0	0	0.0	0	0.0	0	18	72.0	0	0.0	0	0.0	1	4.0	1	
Protective Services	421	85.2	2	0.4	3	0.6	5	1.0	62	12.6	0	0.0	0	0.0	0	0.0	0	0.0	1	0.2	
Protective Service - Non Sworn.	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
Administrative Support	4	10.8	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	33	89.2	0	0.0	0	0.0	0	0.0	
Killed Craft	20	100.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
Service Maintenance	4	18.2	0	0.0	1	4.5	0	0.0	17	77.3	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
Other	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	
Total	522	522	2	4	5	171	2	0.0	171	709	709	0.0	0	0.0	0	0.0	0	0.0	0	0.0	

Job Category	Total Minority			Total Females			Total Employees		
	NBR	PCT	NBR	NBR	PCT	NBR	PCT	NBR	PCT
Officials/Administrators	0	0.0	1	20.0	40.6	5	0.7	106	15.0
Professionals	3	2.8	43	76.0	25	3.5			
Technicians	1	4.0	19	12.8	494	69.7			
Protective Services	11	2.2	63	0.0	0	0.0			
Protective Service - Non Sworn.	0	0.0	33	89.2	37	5.2			
Administrative Support	0	0.0	0	0.0	20	2.8			
Killed Craft	0	0.0	0	0.0	22	3.1			
Service Maintenance	1	4.5	17	77.3	0.0	0.0			
Other	0	0.0	0	0.0	0	0.0			
Total	16	176	176	709	709	709			

Business Unit: 32901
Department:

Job Category	White Males NBR	White Males PCT	Black Males NBR	Black Males PCT	Hispanic Males NBR	Hispanic Males PCT	Other Males NBR	Other Males PCT	White Females NBR	White Females PCT	Black Females NBR	Black Females PCT	Hispanic Females NBR	Hispanic Females PCT	Other Females NBR	Other Females PCT
fficials/Administrators	55	50.0	15	13.6	1	0.9	1	0.9	25	22.7	11	10.0	1	0.9	1	0.9
rofessionals	379	45.5	64	7.7	0	0.0	8	1.0	265	31.8	107	12.8	3	0.4	7	0.8
echnicians	26	13.9	9	4.8	0	0.0	0	0.0	95	50.8	53	28.3	0	0.0	4	2.1
rotective Services	1963	59.8	395	12.0	23	0.7	26	0.8	512	15.6	351	10.7	7	0.2	5	0.2
rotective Service - Non Sworn.	1	50.0	0	0.0	0	0.0	0	0.0	1	50.0	0	0.0	0	0.0	0	0.0
mministrative Support	39	12.4	10	3.2	1	0.3	0	0.0	229	72.9	33	10.5	0	0.0	2	0.6
killed Craft	90	92.8	6	6.2	0	0.0	1	1.0	0	0.0	0	0.0	0	0.0	0	0.0
ervice Maintenance	64	31.5	15	7.4	2	1.0	0	0.0	84	41.4	37	18.2	0	0.0	1	0.5
ther	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
otal	2617		514		27		36		592		1211		11		20	

Job Category	Total Minority NBR	Total Minority PCT	Total Females NBR	Total Females PCT	Total Employees NBR	Total Employees PCT
fficials/Administrators	30	27.3	38	34.5	110	2.2
rofessionals	189	22.7	382	45.9	833	16.6
echnicians	66	35.3	152	81.3	187	3.7
rotective Services	807	24.6	875	26.7	3282	65.3
rotective Service - Non Sworn.	0	0.0	1	50.0	2	0.0
ministrative Support	46	14.6	264	84.1	314	6.2
killed Craft	7	7.2	0	0.0	97	1.9
ervice Maintenance	40	19.7	122	60.1	203	4.0
ther	0	0.0	0	0.0	0	0.0
otal	1200		1834		5028	

APPENDIX E

GOALS AND TIMETABLES - AFFIRMATIVE ACTION PLAN FY 2010-2011

STATE OF TENNESSEE
AFFIRMATIVE ACTION PLANNING SYSTEM

EEO CAT.	JOB GRP.	TOT. # EMPL.	CURRENT WORKFORCE			% AVAILABILITY			UTILIZED			A.H.O #	PLANNED GOALS			ACTUAL GOALS			
			WHT	BLK	OTH	BLK	OTH	FEM	BLK	OTH	FEM		BLK	OTH	FEM	BLK	OTH	FEM	
1	10017	5 100%	# 4 % 80.0	1 20.0	0 0.0	0 40.0	2 0.0	9.3 40.0	1.2 2.4	26.9 43.7	YES YES	YES YES	- -	# %	- -	- -	- -	- -	
1	10101	39 100%	# 29 % 74.4	9 23.1	1 2.6	1 56.4	22 0	13.4 0	2.4 7.4	43.7 2.2	YES NO	YES YES	- -	# %	- -	- -	- -	- -	
1	10102	5 100%	# 5 % 100.0	0 0.0	0 0.0	0 0.0	0 0.0	51.3 0.0	0 20	29.4 1.0	2.4 32.1	54.5 YES	YES YES	- -	# %	1 -	# %	1 -	- -
2	20101	39 100%	# 24 % 61.5	13 33.3	2 5.1	1 5.1	17 51.3	19.8 20	1.0 2.4	32.1 54.5	YES YES	YES YES	- -	# %	- -	- -	- -	- -	
2	20102	52 100%	# 40 % 76.9	12 23.1	0 0.0	0 32.7	16 32.7	64.9 32.7	5.9 0.0	84.3 29.4	YES YES	YES YES	- -	# %	- -	- -	- -	- -	
3	30101	18 100%	# 4 % 22.2	13 72.2	1 5.6	1 88.9	16 88.9	88.9 88.9	5.9 5.6	84.3 58.6	YES YES	YES YES	- -	# %	- -	- -	- -	- -	
4	40101	4 100%	# 1 % 25.0	2 50.0	1 25.0	1 25.0	1 25.0	1 25.0	1 25.0	20.3 0.0	NO YES	YES YES	1 1	# %	1 -	# %	1 -	# %	- -
6	60101	20 100%	# 14 % 70.0	6 30.0	0 0.0	0 100.0	20 100.0	11.7 100.0	1.9 0.0	92.7 49.5	YES YES	YES YES	- -	# %	- -	- -	- -	- -	
6	60102	12 100%	# 5 % 41.7	6 50.0	1 8.3	1 58.3	7 58.3	49.5 8.3	7.0 8.3	62.2 49.5	YES YES	YES YES	- -	# %	- -	- -	- -	- -	

AFFIRMATIVE ACTION PLANNING SYSTEM
Correction

STATE OF TENNESSEE
AFFIRMATIVE ACTION PLANNING SYSTEM
Correction

FORM 4

ACTUAL GOALS

BLK OTH FEM

BLK OTH FEM

BLK OTH FEM

**STATE OF TENNESSEE
AFFIRMATIVE ACTION PLANNING SYSTEM
TN Correction Academy**

IN CONSTRUCTION ACTIVITY											FORM 4						
EEO CAT.	JOB GRP	TOT. # EMPL	CURRENT WORKFORCE			% AVAILABILITY			UTILIZED			PLANNED GOALS			ACTUAL GOALS		
			WHT	BLK	OTH	FEM	BLK	OTH	FEM	BLK	OTH	FEM	BLK	OTH	FEM	BLK	OTH
1	10601	3 100%	# %	3 100.0	0 0.0	0 0.0	1 33.3	8.4 39.1	1.5 NO	39.1 YES	NO	1 YES	1 #	1 %	1 #	1 %	1 #
2	20601	20 100%	# %	20 100.0	0 0.0	0 0.0	5 25.0	7.3 0.0	0.0 4.1	4.1 NO	YES	1 #	1 %	1 #	1 %	1 #	1 %
4	40601	3 100%	# %	3 100.0	0 0.0	0 0.0	0 0.0	21.1 0.0	1.2 0.0	42.3 NO	NO	1 YES	1 #	1 %	1 #	1 %	1 #
6	60601	12 100%	# %	12 100.0	0 0.0	0 0.0	12 100.0	8.9 0.0	0.8 100.0	88.2 NO	NO	YES	1 #	1 %	1 #	1 %	1 #
6	60602	3 100%	# %	3 100.0	0 0.0	0 0.0	3 100.0	5.0 0.0	0.6 100.0	98.7 YES	YES	YES	—	—	—	—	—
7	70601	6 100%	# %	4 66.7	0 0.0	2 33.3	0 0.0	5.7 0.0	6.5 0.0	2.1 NO	NO	YES	1 #	1 %	1 #	1 %	1 #
8	80601	19 100%	# %	18 94.7	1 5.3	0 0.0	15 78.9	16.6 0.0	1.2 NO	62.6 YES	NO	YES	1 #	1 %	1 #	1 %	1 #

**STATE OF TENNESSEE
AFFIRMATIVE ACTION PLANNING SYSTEM
Women's Prison**

EEO CAT.	JOB GRP	TOT. # EMPL	CURRENT WORKFORCE			% AVAILABILITY			UTILIZED			A.H.O			PLANNED GOALS			ACTUAL GOALS					
			WHT	BLK	OTH	FEM	BLK	OTH	FEM	BLK	OTH	FEM	BLK	OTH	FEM	BLK	OTH	FEM	BLK	OTH	FEM		
1	11301	3 100%	# %	0 0.0	0 100.0	0 0.0	0 66.7	2 12	90.8 10	0.2 1	62.4 32.9	YES 0.5	YES 57.5	YES YES	NO NO	- 1	# %	- %	- #	- %	- #	- %	
2	21301	23 100%	# %	12 52.2	10 43.5	1 4.3	1 52.2	12 32.0	0 0.7	1 77.6	0.5 YES	57.5 YES	YES YES	NO YES	- -	# %	- %	- #	- %	- #	- %		
2	21302	13 100%	# %	6 46.2	7 53.8	0 0.0	1 84.6	32.0 84.6	0 0.0	0.7 100.0	32.0 2.5	0.7 1.7	77.6 62.5	YES YES	YES YES	YES YES	- -	# %	- %	- #	- %	- #	- %
2	21303	3 100%	# %	2 66.7	1 33.3	0 0.0	3 100.0	0 0.0	0 0.0	3 100.0	2.5 2.8	1.7 2.4	62.5 23.8	YES YES	YES YES	YES NO	- 1	# %	- %	- #	- %	- #	- %
3	31301	1 100%	# %	1 100.0	0 0.0	0 0.0	0 0.0	0 0.0	0 0.0	0 0.0	2.8 0.0	2.4 0.9	23.8 41.0	YES YES	YES YES	YES YES	- 1	# %	- %	- #	- %	- #	- %
4	41301	166 100%	# %	81 48.8	81 48.8	4 2.4	4 43.4	72 44.2	0 0.9	72 44.2	41.0 0.9	0.9 0.9	41.0 78.5	YES YES	YES YES	YES YES	- -	# %	- %	- #	- %	- #	- %
6	61301	10 100%	# %	7 70.0	3 30.0	0 0.0	8 80.0	19.7 80.0	0 0.0	2.6 25.8	19.7 25.8	2.6 2.6	78.5 61.8	YES YES	YES YES	YES YES	- -	# %	- %	- #	- %	- #	- %
8	81302	8 100%	# %	4 50.0	4 50.0	0 0.0	6 75.0	0 75.0	6 0.0	2.6 61.8	0 YES	2.6 61.8	61.8 YES	YES YES	YES YES	YES YES	- -	# %	- %	- #	- %	- #	- %

FORM 4

**STATE OF TENNESSEE
AFFIRMATIVE ACTION PLANNING SYSTEM
Turney Center**

STATE OF TENNESSEE
AFFIRMATIVE ACTION PLANNING SYSTEM
Mark Luttrell Cor Fac

EEO CAT.	JOB GRP	TOT. # EMP'L	CURRENT WORKFORCE			% AVAILABILITY			UTILIZED			A.H.O			PLANNED			ACTUAL GOALS		
			WHT	BLK	OTH	FEM	BLK	OTH	FEM	BLK	OTH	FEM	BLK	OTH	FEM	BLK	OTH	FEM	BLK	OTH
1	11601	2 100%	# 50.0	1 50.0	0 50.0	0 0.0	1 50.0	26.7	1.7	19.0	YES	YES	-	#	-	%	-	#	-	-
2	21601	10 100%	# 70.0	7 30.0	3 0.0	0 0.0	3 30.0	42.2	2.6	48.2	NO	YES	NO	2	#	1	%	2	#	1
2	21602	18 100%	# 33.3	6 33.3	10 55.6	2 11.1	11 61.1	58.5	1.2	65.7	YES	YES	YES	-	#	-	%	-	#	-
3	31601	7 100%	# 14.3	1 85.7	6 0.0	0 85.7	6 85.7	53.6	0.0	62.6	YES	YES	YES	-	#	-	%	-	#	-
4	41601	110 100%	# 12.7	14 87.3	96 0.0	0 65.5	72 65.5	52.8	1.3	34.9	YES	YES	YES	-	#	-	%	-	#	-
6	61601	13 100%	# 38.5	5 53.8	7 7.7	1 84.6	11 84.6	41.3	2.1	73.5	YES	YES	YES	-	#	-	%	-	#	-
7	71601	4 100%	# 25.0	1 75.0	3 0.0	0 0.0	0 0.0	34.8	1.8	2.5	YES	YES	YES	-	#	-	%	-	#	-
8	81601	9 100%	# 22.2	2 77.8	7 0.0	0 77.8	7 77.8	57.2	2.3	55.3	YES	YES	YES	-	#	-	%	-	#	-

FORM 4

EEO CAT.	JOB GRP	TOT. # EMP'L	CURRENT WORKFORCE			% AVAILABILITY			UTILIZED			A.H.O			PLANNED			ACTUAL GOALS		
			WHT	BLK	OTH	FEM	BLK	OTH	FEM	BLK	OTH	FEM	BLK	OTH	FEM	BLK	OTH	FEM	BLK	OTH
1	11601	2 100%	# 50.0	1 50.0	0 0.0	0 50.0	1 26.7	1.7	19.0	YES	YES	YES	-	#	-	%	-	#	-	-
2	21601	10 100%	# 70.0	7 30.0	3 0.0	0 30.0	3 42.2	2.6	48.2	NO	YES	NO	2	#	1	%	2	#	1	-
2	21602	18 100%	# 33.3	6 33.3	10 55.6	2 11.1	11 61.1	58.5	1.2	65.7	YES	YES	YES	-	#	-	%	-	#	-
3	31601	7 100%	# 14.3	1 85.7	6 0.0	0 85.7	6 85.7	53.6	0.0	62.6	YES	YES	YES	-	#	-	%	-	#	-
4	41601	110 100%	# 12.7	14 87.3	96 0.0	0 65.5	72 65.5	52.8	1.3	34.9	YES	YES	YES	-	#	-	%	-	#	-
6	61601	13 100%	# 38.5	5 53.8	7 7.7	1 84.6	11 84.6	41.3	2.1	73.5	YES	YES	YES	-	#	-	%	-	#	-
7	71601	4 100%	# 25.0	1 75.0	3 0.0	0 0.0	0 0.0	34.8	1.8	2.5	YES	YES	YES	-	#	-	%	-	#	-
8	81601	9 100%	# 22.2	2 77.8	7 0.0	0 77.8	7 77.8	57.2	2.3	55.3	YES	YES	YES	-	#	-	%	-	#	-

**STATE OF TENNESSEE
AFFIRMATIVE ACTION PLANNING SYSTEM
Charles Bass Carr Com**

EEO CAT.	JOB GRP	TOT.# EMPL	CURRENT WORKFORCE			% AVAILABILITY			UTILIZED			A.H.O			PLANNED GOALS			ACTUAL GOALS					
			WHT	BLK	OTH	FEM	BLK	OTH	FEM	BLK	OTH	FEM	BLK	OTH	FEM	BLK	OTH	FEM	BLK	OTH	FEM		
1	11701	2 100%	# 0	0 100.0	2 0.0	0 0.0	0 0.0	0 0.0	51.3 36.4	0.9 0.3	9.3 28.0	YES 7	YES 2.1	NO 56.6	NO YES	NO YES	NO NO	1 3	# #	% %	- -	1 1	
2	21701	22 100%	# % 12	54.5 45.5	10 0.0	0 0.0	8 36.8	38.4 36.8	0.3 0.0	43.7 24.7	YES 7	YES 1.7	NO 2.7	NO 21.9	YES NO	NO YES	NO YES	1 1	# #	% %	- -	1 1	
2	21702	19 100%	# % 11	57.9 57.9	8 42.1	0 0.0	0 36.8	0 36.8	28.0 36.8	2.1 0.0	56.6 10.4	YES 0.0	NO 2.7	NO 2.7	YES YES	NO YES	NO YES	NO YES	3 1	# #	% %	- -	2 1
3	31701	2 100%	# % 100.0	2 0.0	0 0.0	0 0.0	0 0.0	0 0.0	11 4.7	59 25.1	24.7 4.7	1.7 0.0	21.9 30.2	NO YES	YES YES	NO YES	NO YES	1 1	# #	% %	- -	1 1	
4	41701	235 100%	# % 126	53.6 41.7	98 41.7	11 4.7	59 25.1	24.7 4.7	1.7 0.0	25.6 55.3	YES 7	YES 0.0	YES 30.2	YES YES	YES YES	YES YES	YES YES	- -	# #	% %	- -	- -	
4	41702	23 100%	# % 10	43.5 56.5	13 0.0	0 30.4	0 30.4	0 30.4	55.3 30.4	0.0 30.4	30.2 23.3	YES 10	YES 2.7	YES 2.7	YES 74.2	YES YES	YES NO	YES NO	- -	# #	% %	- -	- -
6	61701	15 100%	# % 60.0	9 33.3	5 6.7	1 6.7	10 66.7	10 66.7	23.3 66.7	2.7 0.0	74.2 12.5	YES 0.0	YES 3.3	YES 4.5	YES NO	YES YES	YES YES	YES NO	1 1	# #	% %	- -	1 1
7	71701	17 100%	# % 94.1	16 5.9	1 0.0	0 0.0	0 0.0	0 0.0	12.5 31.1	3.3 0.8	74.2 10.6	YES YES	YES YES	YES NO	YES NO	YES NO	YES NO	YES NO	1 1	# #	% %	- -	- -
8	81701	3 100%	# % 66.7	2 33.3	1 0.0	0 0.0	0 0.0	0 0.0	31.1 26.9	0.8 5	74.2 26.1	YES YES	YES YES	YES YES	YES YES	YES YES	YES YES	YES YES	3 3	# #	% %	- -	- -
8	81702	10 100%	# % 30.0	3 50.0	5 20.0	2 50.0	5 50.0	5 50.0	26.9 50.0	11.8 26.1	74.2 26.1	YES YES	YES YES	YES YES	YES YES	YES YES	YES YES	YES YES	1 1	# #	% %	- -	- -

FORM 4
ACTUAL GOALS

**STATE OF TENNESSEE
AFFIRMATIVE ACTION PLANNING SYSTEM
SE TN Regional Fac**

EEO CAT.	JOB GRP	TOT # EMPL	WHT %	CURRENT WORKFORCE			% AVAILABILITY			UTILIZED			A.H.O			PLANNED GOALS			ACTUAL GOALS			FORM 4 BLK OTH FEM	
				BLK	OTH	FEM	BLK	OTH	FEM	BLK	OTH	FEM	BLK	OTH	FEM	BLK	OTH	FEM	BLK	OTH	FEM		
1	11801	3	# 100%	3 %	0.0	0.0	0.0	0.0	0.0	0.5	0.4	30.3	YES	NO	1	#	-	-	1	#	%	1	
2	21801	23	# 100%	23 %	0.0	0.0	0.0	0.0	0.0	10	5.1	0.4	49.3	NO	YES	1	#	1	-	1	#	%	1
2	21802	8	# 100%	8 %	0.0	0.0	0.0	0.0	0.0	7	11.4	0.5	15.0	NO	YES	3	#	1	-	1	#	%	1
2	21803	16	# 100%	16 %	0.0	0.0	0.0	0.0	0.0	3	0.0	0.7	35.3	YES	YES	1	#	-	-	1	#	%	1
3	31801	1	# 100%	1 %	0.0	0.0	0.0	0.0	0.0	26.5	3.0	87.4	NO	YES	1	#	1	-	1	#	%	1	
3	31802	6	# 100%	6 %	0.0	0.0	0.0	0.0	0.0	6	17.6	2.1	94.4	NO	YES	1	#	1	-	1	#	%	1
4	41801	186	# 100%	97.8 %	1.1	1.1	15.6	29	15.4	7.9	21.8	NO	NO	NO	25	#	1	1	2	#	%	1	
4	41802	15	# 100%	14 %	0.0	1	0	12.9	0.0	0.8	NO	YES	YES	1	#	1	-	1	#	%	1		
5	51802	1	# 100%	1 %	0.0	0.0	0.0	0.0	0.0	12.0	3.2	39.2	NO	YES	1	#	1	-	1	#	%	1	
6	61801	17	# 100%	17 %	0.0	0.0	0.0	14	0.0	0.0	88.4	YES	YES	NO	1	#	-	-	1	#	%	1	
6	61802	2	# 100%	2 %	0.0	0.0	0.0	0.0	0.0	2	0.7	0.0	98.8	YES	YES	-	#	-	-	-	#	%	1
7	71801	7	# 100%	7 %	0.0	0.0	0.0	0.0	0.0	8.5	1.6	53.8	NO	YES	1	#	1	-	1	#	%	1	
8	81801	2	# 100%	2 %	0.0	0.0	0.0	0.0	0.0	0.0	0.0	51.0	YES	YES	NO	1	#	-	-	1	#	%	1
8	81802	12	# 100%	12 %	0.0	0.0	0.0	0.0	0.0	6	32.8	2.5	76.8	NO	YES	4	#	1	-	1	#	%	1

STATE OF TENNESSEE
AFFIRMATIVE ACTION PLANNING SYSTEM
Riverbend Max Sec Fac

EEO CAT.	JOB GRP.	TOT. # EMPL	CURRENT WORKFORCE		% AVAILABILITY		UTILIZED		A.H.O		PLANNED GOALS		ACTUAL GOALS		
			WHT	BLK	BLK	OTH	FEM	BLK	OTH	FEM	BLK	OTH	FEM	BLK	OTH
1	14201	2	#	2	0	0	0	2.5	1.8	18.5	YES	YES	NO	1	#
		100%	%	100.0	0.0	0.0	0.0								%
2	24201	23	#	16	7	0	8	25.2	0.8	28.6	YES	YES	YES	-	#
		100%	%	69.6	30.4	0.0	34.8								%
2	24202	14	#	7	6	1	5	24.1	5.0	31.6	YES	YES	YES	-	#
		100%	%	50.0	42.9	7.1	35.7								%
3	34201	1	#	1	0	0	0	3.7	1.6	5.5	YES	YES	NO	1	#
		100%	%	100.0	0.0	0.0	0.0								%
4	44201	247	#	159	78	10	39	30.6	1.8	30.2	YES	YES	NO	31	#
		100%	%	64.4	31.6	4.0	15.8								%
5	54201	1	#	0	1	0	0	13.6	3.4	75.0	YES	YES	NO	1	#
		100%	%	0.0	100.0	0.0	0.0								%
6	64201	16	#	12	4	0	13	8.6	1.0	87.6	YES	YES	NO	.4	#
		100%	%	75.0	25.0	0.0	81.3								%
8	84202	11	#	6	3	2	6	36.7	0.7	51.0	NO	YES	YES	3	#
		100%	%	54.5	27.3	18.2	54.5								%

FORM 4

STATE OF TENNESSEE
AFFIRMATIVE ACTION PLANNING SYSTEM
Northeast Corr Cmplx

EEO CAT.	JOB GRP	TOT. # EMPL	WHT	CURRENT WORKFORCE		% AVAILABILITY		UTILIZED		A.H.O		PLANNED GOALS		ACTUAL GOALS	
				BLK	OTH	FEM	BLK	OTH	FEM	BLK	OTH	FEM	BLK	OTH	FEM
1	14301	4	# 100%	4 %	0	0	1	0.5	0.2	21.3	YES	YES	-	# %	-
2	24301	21	# 100%	21 %	0	0	6	0.6	0.0	37.7	YES	NO	2	# %	-
2	24302	9	# 100%	9 %	0	0	1	1.7	0.2	17.0	YES	YES	1	# %	-
2	24303	30	# 100%	29 %	1	0	15	5.9	0.1	47.2	YES	YES	-	# %	-
2	24304	12	# 100%	12 %	0	0	10	10.3	1.3	85.5	NO	YES	1	# %	-
3	34302	15	# 100%	15 %	0	0	11	0.0	0.8	75.0	YES	YES	-	# %	-
4	44301	351	# 100%	341 %	6	4	76	4.2	4.1	27.5	YES	YES	3	# %	-
5	54301	2	# 100%	2 %	0	0	1	21.7	0.0	40.4	YES	YES	-	# %	-
6	64301	32	# 100%	32 %	0	0	23	0.0	0.0	78.1	YES	YES	1	# %	-
7	74301	9	# 100%	9 %	0	0	0	0.0	0.0	9.7	YES	NO	1	# %	-
8	84301	3	# 100%	3 %	0	0	1	8.4	0.8	49.0	NO	YES	1	# %	-
8	84302	22	# 100%	21 %	1	0	10	1.3	0.0	40.7	YES	YES	-	# %	-
8	84803	3	# 100%	3 %	0	0	3	1.3	0.0	40.7	YES	YES	-	# %	-

**STATE OF TENNESSEE
AFFIRMATIVE ACTION PLANNING SYSTEM
Northwest Corr Cmpx**

EEO CAT.	JOB GRP	TOT.# EMPL	CURRENT WORKFORCE			% AVAILABILITY			UTILIZED			PLANNED			ACTUAL GOALS			
			WHT	BLK	OTH	FEM	BLK	OTH	FEM	BLK	OTH	A.H.O #	BLK	OTH	FEM	BLK	OTH	
1	14501	5 100%	# %	4 80.0	1 20.0	0 0.0	1 20.0	13.9	0.4	17.1	YES	YES	-	#	-	-	-	
2	24501	88 100%	# %	74 84.1	14 15.9	0 0.0	39 44.3	16.1	0.3	48.5	YES	YES	-	#	-	-	-	
2	24502	6 100%	# %	6 100.0	0 0.0	0 0.0	3 50.0	11.9	1.4	73.4	NO	YES	NO	2	#	1	-	
3	30000	17 100%	# %	17 100.0	0 0.0	0 0.0	17 100.0	16.9	0.9	55.0	NO	YES	YES	11	#	2	-	
3	34501	2 100%	# %	2 100.0	0 0.0	0 0.0	0 0.0	7.0	2.1	76.0	NO	YES	NO	1	#	1	-	
4	44501	439 100%	# %	359 81.8	74 16.9	6 1.4	155 35.3	24.4	0.6	34.0	NO	YES	YES	77	#	10	-	
6	64501	45 100%	# %	44 97.8	1 2.2	0 0.0	40 88.9	8.8	1.7	79.1	NO	YES	YES	4	#	1	-	
7	74501	9 100%	# %	9 100.0	0 0.0	0 0.0	0 0.0	6.4	2.0	3.4	NO	YES	YES	5	#	1	-	
8	80000	3 100%	# %	3 100.0	0 0.0	0 0.0	0 0.0	0	0	12.2	1.5	21.1	ND	YES	NO	1	#	-
8	84502	22 100%	# %	14 63.6	8 36.4	0 0.0	18 81.8	22.7	0.6	55.1	YES	YES	YES	-	#	-	-	

**STATE OF TENNESSEE
AFFIRMATIVE ACTION PLANNING SYSTEM
Deberry Special Needs**

EEO CAT.	JOB GRP	TOT. # EMPL	CURRENT WORKFORCE			% AVAILABILITY			UTILIZED			A.H.O			PLANNED			GOALS			ACTUAL GOALS			FORM 4		
			WHT	BLK	OTH	FEM	BLK	OTH	FEM	BLK	OTH	FEM	BLK	OTH	FEM	BLK	OTH	FEM	BLK	OTH	FEM	BLK	OTH	FEM		
1	14601	10 100%	# %	4 40.0	4 40.0	2 20.0	3 30.0	23.5	5.0	27.3	YES	YES	YES	-	#	-	%	-	#	-	-	-	-	-		
2	24601	17 100%	# %	7 41.2	8 47.1	2 11.8	11 64.7	36.6	8.9	65.5	YES	YES	YES	-	#	-	%	-	#	-	-	-	-	-		
2	24602	27 100%	# %	11 40.7	14 51.9	2 7.4	10 37.0	20.1	3.0	61.2	YES	YES	NO	9	#	-	%	9	#	-	-	-	-	2		
2	24603	55 100%	# %	30 54.5	24 43.6	1 1.8	42 76.4	9.9	2.0	90.7	YES	YES	NO	9	#	-	%	9	#	-	-	-	-	3		
2	24605	5 100%	# %	5 100.0	0 0.0	0 0.0	0 60.0	5.1	7.0	76.6	NO	NO	NO	2	#	1	1	1	#	1	1	1	1	2		
3	34601	56 100%	# %	26 46.4	29 51.8	1 1.8	49 87.5	20.9	2.0	80.7	YES	YES	YES	-	#	-	%	-	#	-	-	-	-	-		
3	34602	6 100%	# %	2 33.3	4 66.7	0 0.0	3 50.0	26.6	1.6	89.6	YES	YES	NO	1	#	-	%	1	#	-	-	-	-	1		
4	44601	203 100%	# %	112 55.2	83 40.9	8 3.9	48 23.6	41.3	1.2	30.7	YES	YES	NO	34	#	-	%	34	#	-	-	-	-	2		
4	44602	14 100%	# %	5 35.7	9 64.3	0 0.0	3 21.4	36.2	3.4	25.9	YES	YES	YES	-	#	-	%	-	#	-	-	-	-	-		
6	64601	23 100%	# %	13 56.5	8 34.8	2 8.7	13 56.5	23.8	2.4	76.0	YES	YES	NO	3	#	-	%	3	#	-	-	-	-	2		
8	84602	12 100%	# %	4 33.3	8 66.7	0 0.0	7 58.3	37.6	3.7	56.4	YES	YES	YES	4	#	-	%	4	#	-	-	-	-	-		
8	84603	3 100%	# %	0 0.0	3 100.0	0 0.0	3 100.0	10.2	1.4	97.3	YES	YES	YES	-	#	-	%	-	#	-	-	-	-	-		

**STATE OF TENNESSEE
AFFIRMATIVE ACTION PLANNING SYSTEM**
Morgan County

EEO CAT.	JOB GRP.	TOT. # EMPL	WHT	CURRENT WORKFORCE			% AVAILABILITY			UTILIZED			A.H.O			PLANNED GOALS			ACTUAL GOALS		
				BLK	OTH	FEM	BLK	OTH	FEM	BLK	OTH	FEM	BLK	OTH	FEM	BLK	OTH	FEM	BLK	OTH	FEM
1	11101	6	# 100%	6	0	0	2	4.7	0.0	29.0	YES	YES	-	#	-	%	-	#	-	-	
2	21101	87	# 100%	83	3	1	28	1.4	0.4	57.1	YES	YES	NO	3	#	-	%	3	#	-	
2	21102	23	# 100%	22	0	1	16	0.0	0.0	70.9	YES	YES	YES	-	#	-	%	-	#	-	
3	31101	1	# 100%	1	0	0	0	9.5	2.2	32.3	NO	YES	NO	1	#	1	-	1	#	-	
3	31102	21	# 100%	21	0	0	17	0.0	2.4	90.9	YES	YES	NO	1	#	-	%	1	#	-	
4	41101	477	# 100%	466	2	9	66	0.1	0.3	17.8	YES	YES	YES	-	#	-	%	-	#	-	
5	51101	1	# 100%	97.7	0.4	1.9	13.8	0.0	0.0	81.8	YES	YES	NO	1	#	-	-	1	#	-	
6	61101	36	# 100%	36	0	0	0	30	1.4	2.7	94.9	YES	YES	NO	1	#	-	%	1	#	-
7	71101	19	# 100%	19	0	0	0	0.0	0.0	1.3	YES	YES	YES	-	#	-	%	-	#	-	
8	81101	5	# 100%	5	0	0	3	2.7	0.0	14.2	YES	YES	YES	-	#	-	%	-	#	-	
8	81102	25	# 100%	25	0	0	18	1.1	9.4	63.1	YES	NO	YES	1	#	-	1	#	-	-	
8	84502	1	# 100%	1	0	0	1	2.0	0.5	95.2	YES	YES	YES	-	#	-	%	-	#	-	

FORM 4
ACTUAL GOALS